



Michigan Campaign to End Homelessness

Housing Assistance and Models Work Group

Action Plan as of March 30th, 2009 (DRAFT 12)

- Strategy:** Comes directly from the strategies included in the workgroup charter.
- Action:** What is the work to be done? Break down to a meaningful level of detail, including tasks and subtasks.
- Assignment:** Which person will have the lead responsibility? Who will contribute to the work?
- Timelines:** What are the start and end dates for each item?
- Outcomes:** What will change as a result of the work? List short-term (1-6 months), medium-term (7-18 months), and long-term (more than 18 months). These time frames align with the initial two-year charter of the statewide workgroups.

Strategy 1: Promote transition to “Housing First” orientation by community-based agencies and homeless service providers.

| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|---|---|--------------------|-----------|--|
| 1.1 Create policy and financial incentives and supports for shelter providers and mainstream agencies that will foster more rapid movement of people who are homeless from shelters, transitional housing, and/or the streets into permanent housing. | Pat Caruso (lead), Joe Tardella, Stacey Vandenburg, Shanna Cherubini, MSHDA staff | | | |
| 1.1.1 Develop and implement models that will meet the needs of clients | As 1.1 | End of March, 2009 | | Short-Term: Survey CoCs |
| 1.1.1.1 Allocate resources at both state and local levels to “buy down” and/or “master lease” the cost of units to be set aside for homeless populations. | As 1.1 | | | |
| 1.1.2 Develop a triage approach through individualized housing action plans for clients. | As 1.1 | End of May, 2009 | | Medium-Term: Publish and share triage approaches |

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| 1.1.3 Make housing options available throughout the state | Holly Pomranka (lead), Michelle Wildman, Janet Irrer | June 2009-ongoing October 2009 June 2009 September 2009 | | Short Term: Showcase the housing options through website, newsletters, trainings and conferences throughout the state. Medium Term- Set up teams to speak to areas throughout regions regarding the benefits of housing first model. Including presenting at Homeless summit 2009 and Affordable Housing Conference 2010. Short Term- receives Stimulus plan models to showcase. Medium Term- Provide the regions/continuum of care an intake best practice models for Housing First. |
| 1.1.4 Train providers throughout the state on how to implement the models | As 1.1.3 | September 2009 | | Medium-Term: Teams to visit |
| 1.1.4.1 Rural models | | | | Medium Term- Set up power point presentation for trainings. |
| 1.1.4.2 Urban models | | October 2009 | | Medium Term- Trainings will occur at Homeless Summit 2009 and ongoing at regional and continuum of care meetings. |
| | | April 2010 | | Long Term- Get feedback by paper surveys, email surveys and phone surveys from participants of |

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|--------|------------|-----------|-----------|--|
| | | June 2010 | | <p>trainings to see if they are using materials from training to implement the models.</p> <p>Long Term- Have report completed regarding survey results and the implementation of the trainings.</p> |

Strategy 2: Increase access to existing affordable housing opportunities, in both urban and rural areas, for homeless populations through state-local partnership, planning, and prioritization.

| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|---|--|------------|-----------|--|
| 2.1 Increase commitment of both transitional and permanent rent subsidies specifically targeted for homeless populations. Currentt tenant selection criteria limits housing opportunities for many homeless individuals | Jim Yarbrough (lead) Patti Geisert, Stacey Vandenburg | Feb. 2009 | | <p>Short-term: Examination of current HUD regulations and MSHDA policies (already underway).</p> <p>Short-term: New MSHDA policy based on “current risk” being written as way of addressing criminal background.</p> <p>Medium-term: “Currently engaged in” policy still must be addressed.</p> <p>Medium-term: Once new MSHDA policy has been approved, housing assistance plans used to help those previously ineligible.</p> <p>Long-term: Revised MSHDA policy marketed to other PHAs.</p> |
| 2.1.1 Address negative impacts of federal, state, and local policies that limit access to government-subsidized housing (i.e., discrimination against persons with history of substance abuse or criminal records). | As 2.1 | June 2009 | | |
| 2.1.1.1 Address negative impacts of federal, state, and local policies that limit access to government-subsidized housing (i.e., discrimination against persons with history of substance abuse or criminal records). | As 2.1 | | | |
| 2.1.1.2 Facilitate the creation of supportive housing units by deeply subsidizing existing vacant units through the use of project based vouchers (PBV’s) and/or Housing Choice Vouchers (tenant | As 2.1 | Sept. 2009 | | |

Strategy 2: Increase access to existing affordable housing opportunities, in both urban and rural areas, for homeless populations through state-local partnership, planning, and prioritization.

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|---|--|--------------------------------|-----------|---|
| <p>based).</p> <p>2.1.1.3 Train housing agents and all MSHDA community lead agency representatives on the referral process</p> <p>2.1.2 Development of tenant based rental assistance opportunities should be promoted at the local level</p> <p>2.1.2.1 OPHAs</p> <p>2.1.2.2 PJs</p> | <p>As 2.1</p> <p>Janet Irrer (lead), Michelle Wildman, Stacey Vandenburg</p> | TBD | | TBD |
| <p>2.2 Identify and resolve policy and regulatory barriers that obstruct increasing access to existing housing.</p> <p>2.2.1 Develop a toolkit to distribute and educate OPHAs and PJs.</p> | <p>Jim Yarbrough (lead), Patti Geisert</p> <p>As 2.2</p> | October 2009 | | Long-term: Toolkit and Marketing Plan developed after revised MSHDA policy has been approved. |
| <p>2.3 Provide technical assistance and training to community-level providers that supports increased use of existing housing opportunities.</p> <p>2.3.1 DHS should standardize process across counties in policy implementation of housing supports that include assistance with:</p> <p>2.3.1.1 Security deposits</p> <p>2.3.1.2 First month's rent</p> <p>2.3.1.3 Housing inspections</p> | <p>Pat Caruso (lead), DHS staff</p> <p>As 2.3</p> | <p>2/16/09</p> <p>06/01/09</p> | | <p>Short-term: Send out L-letter to DHS county offices. Remind staff of the importance of the Campaign and stress the need for promptly assisting homeless to obtain housing through the State Emergency Relief (SER) Program and the Emergency Needs Program.</p> <p>Medium-term: Survey CoC to determine if all DHS offices are providing SER/ES for housing supports</p> |

Strategy 3: Expand housing opportunities for homeless and at-risk populations through creation of working partnerships with property owners, landlords, and developers—linked to local plans for implementation.

| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|---|--|------------------------------------|-----------|---|
| <p>3.1 Create new housing opportunities through provision of incentives and supports to existing property owners/managers to make existing housing (both public and private) more available to homeless populations.</p> <p>3.1.1 Work through local collaborative networks to develop housing-service partnerships (providing follow-up case management to resolve barriers to housing stability) that will enable increased use of vacant units (in both public and private sector) for homeless households in both urban and rural areas.</p> <p>3.1.2 Create a funded “Homeless Housing Advocate/Resource Specialist” role in all Continuum of Care areas (through local Continua of Care/Community Collaboratives) to help develop ongoing relationships with landlords and landlord associations, locate and open access to potential housing units, and support housing permanency for homeless populations.</p> | <p>Janet Irrer, MSHDA staff</p> <p>As 3.1</p> <p>As 3.1</p> | <p>TBD</p> <p>TBD</p> | | <p>JI to provide outcomes</p> <p>JI to provide outcomes</p> |
| <p>3.2 Identify and work to resolve federal, state, and local policy barriers that unnecessarily obstruct access to existing housing.</p> <p>3.2.1 Address barriers in MSHDA-defined tenant eligibility policy for Housing Choice Vouchers and MSHDA-subsidized housing</p> <p>3.2.1.1 Collaborate with USDA, local PHA’s, HUD, and others to identify and utilize vacant units in federally subsidized projects for homeless households.</p> | <p>Jim Yarbrough, Holly Pomranka, Linda Leforts, Patti Geisert, Kathy French</p> <p>As 3.2</p> | <p>March 2009</p> <p>June 2009</p> | | <p>Short-term: Hold focus group with/survey local PHA representatives and property owners/managers to find out what it would take for them to provide housing assistance to certain “at risk” or “difficult to serve” populations.</p> <p>Medium-term: Implement plan and</p> |

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| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|---|----------------------------------|-----------------------|-----------|---|
| 3.2.2 Work with local housing authorities to address tenant eligibility barriers at the community level. | Jim Yarbrough and Holly Pomranka | Sept. 2009 | | summarize results done. |
| 3.2.3 Research existing data on barriers to housing for people with special needs and homeless people. | Jim Yarbrough and Holly Pomranka | | | Medium-term: Revised MSHDA policy, focus group/survey results, and information on SOAR, MPRI, MRS, and other pertinent information incorporated into development of toolkit and marketing strategy. |
| 3.2.4 Create incentives and mitigate the risk to property management companies on issues that prevent people with special needs and those that are homeless from accessing existing affordable housing units, including “poor credit, criminal history and lack of income.” | Jim Yarbrough and Holly Pomranka | | | Medium-term: Collateralized community-based escrow/security deposit/rent payment guarantee pools linked to rapid re-housing initiatives for homeless and at-risk households. |
| 3.2.5 Consider surveying providers and/or hosting Town Hall meetings to solicit information on barriers to affordable housing and potential solutions. | Jim Yarbrough and Holly Pomranka | Oct. 2009 and ongoing | | Long-term: Marketing to local PHAs, property owners, advocacy groups, and other stakeholders. |

Strategy 4: Promote collaboration among supportive housing partners, including service agencies, developers, and property management companies.

| Action | Who is assigned | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|--|---------------------------------------|------------------------------|-----------|---|
| 4.1 Identify incentives to encourage housing developers to partner with service organizations to create supportive housing units within multi-family projects under development. | Michelle Wildman (lead) and Gary Bell | 1 st Quarter 2009 | Done | Short-term: Existing supportive housing service providers, developers and property managers surveyed. |
| 4.1.1 Create opportunities to link service organizations with developers to create scattered-site units in existing or developing multi-family projects. | As 4.1 | | | |

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| 4.1.1.1 | Contact supportive housing partners to determine current partnerships between and among service providers, developers, and property managers, and utilize these positive relationships as an example to others. | As 4.1 | End of 2 nd Quarter 2009 Complete by end of 2009 | | <p>Short-term: Survey results utilized to convene focus groups to obtain additional feedback, information, and anecdotal evidence from critical survey responders.</p> <p>Medium-term: Forums provided through Affordable Housing Conference, Homeless Summit, and MSHDA RDHI Trainings for sharing and learning between “exemplary partnerships” and potential future developers/service providers.</p> <p>Medium-term: Collaboration with MSHDA’s Office of Asset Management and Office of Existing Housing results in identification and utilization of vacant units in MSHDA-subsidized projects for homeless households (with support of project-based vouchers).</p> |
|---------|---|--------|--|--|--|

| Strategy 5: Develop a common definition of supportive housing that meets the needs of a broad constituency. | | | | |
|--|---|------------------|------------------|--|
| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
| <p>5.1 Create a common definition of supportive housing that is universally understood and approved by all constituent groups.</p> <p>5.1.1 Recommend the following definition be accepted by MSHDA and appropriate local and state partners: Supportive housing is a successful, cost-effective combination of affordable housing and access to a wide array of supportive services for its residents in order to help them lead a more stable, meaningful life. Men, women, youth, and families with</p> | Percentage figure in definition changed to “30%.” No further work needed. | Done | ✓ | Short-term: Definition to be put before the DRT. |

| Strategy 5: Develop a common definition of supportive housing that meets the needs of a broad constituency. | | | | |
|--|-------------------|-----------|-----------|---|
| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
| <p>children may need supportive housing for a variety of reasons including:</p> <p>5.1.1.1 Homelessness or at risk of homelessness.</p> <p>5.1.1.2 Poverty, with most earning 30% of median income or below.</p> <p>5.1.1.3 Chronic health conditions that are at least episodically disabling such as mental illness, developmental disabilities, HIV/AIDS, physical and sensory disabilities, substance use issues.</p> <p>5.1.1.4 Other substantial barriers to housing stability (including but not limited to: domestic violence, trauma, youth aging out of foster care, people exiting prison or jail who have a history of mental illness or disabilities, people transitioning out of nursing homes and group homes, or those having a history of out-of-home placements).</p> <p>5.1.1.5 Inability to obtain or maintain housing; and ultimately would not be able to retain stable housing without tightly linked services.</p> <p>5.1.2 Implement in MSHDA programs and promote the common definition.</p> | Pat Caruso (lead) | | | Pat to put before the DRT for comment |

| Strategy 6: MSHDA and the Michigan Affordable Housing Community should be responsive to local communities and provide a wide array of supportive housing options that support personal choice. | | | | |
|---|---|-----------|-----------|---|
| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
| 6.1 Identify potential federal, state, and local funding streams that can be used to finance supportive housing developments. | See below for specific action item responsibilities | | | |

Strategy 6: MSHDA and the Michigan Affordable Housing Community should be responsive to local communities and provide a wide array of supportive housing options that support personal choice.

| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|--|--|--|-----------|--|
| 6.1.1 Develop an inventory of resources/products for financing capital expenses for use in the development of supportive housing. | Christine Miller (lead), Stacy Vandenburg, Joe Heaphy | Now through 3-31-09, and every March 31 thereafter | Done | <p>Short-term and ongoing: Inventory of supportive housing development capital, operating and service sources, including descriptions, significant characteristics, links, and contacts completed. Placed on a public Web site such as MSHDA. Federal, state, local, and philanthropic sources will be included.</p> <p>Long-term: The inventory updated each year by March 31.</p> |
| 6.1.1.1 Products should include bond proceeds, LIHTC, HOME, CDBG, AHP, SHP and Historical Tax Credits. | | | | |
| 6.1.1.2 Products should include housing choice Vouchers, Medicaid, S+C, SHP, Section 811, private philanthropy, operating reserves. | | | | |
| 6.1.1.3 Additional products should be created and/or added to the inventory as needed and/or available. | | | | |
| 6.1.2 Create a pool of MSHDA funds to be used as a replacement reserve, held by MSHDA to be used for the long term maintenance of supportive housing developments. | Christine Miller (lead), Stacy Vandenburg, Joe Heaphy | Now through June-30-09 | | Medium-term: Program parameters and guidelines for the application and disbursement of these funds developed. |
| 6.2 Develop a strategy for assisting developers to identify a financing model that would best meet their objective(s). | <i>See below for specific action item responsibilities</i> | | | |
| 6.2.1 Develop an inventory of financial models/strategies for use in the development of supportive housing. | John Peterson (lead), Christine Miller, additional MSHDA staff | Now through 3-31-09 and every March 31 thereafter | | <p>Short-term and ongoing: Template developed for profiling SH projects that includes a description of the real estate and SH components, a summary of the project financing, significant features of the project, and contact information.</p> <p>Short-term and ongoing: Profiles completed regarding actual SH projects, highlighting a variety of sources (from the inventory referenced in 1a) and various development, financing, and management strategies. A section on FAQs will be included, as well as links to partners and experts in the field of SH</p> |
| 6.2.1.1 Models/strategies should include: | | | | |
| 6.2.1.2 Models/strategies should be applicable for such varied supportive housing approaches as: | | | | |

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| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|---|--|--|-----------|---|
| <p>6.2.1.3 • Mixed income, mixed use, scattered site, or 100% supportive housing.</p> <p> • Nonprofit developers, for-profit developers, and various forms of partnerships.</p> <p> Additional models/strategies should be created and/or added to the inventory as needed and/or available.</p> | John Peterson (lead), Christine Miller, additional MSHDA staff | Now through October 1, 2009, and each October 1 thereafter | | <p>development. The profiles, FAQs, and links will be posted on a public Web site, such as MSHDA.</p> <p>(Profiles may be added on an ongoing basis, but will be reviewed and updated annually.)</p> |
| <p>6.2.2 Reserve and allocate resources for financing capital and operating expenses for the development of supportive housing each year in the following manner:</p> | | | | <p>Medium- to long-term: An annual report produced and introduced at the Annual Homeless Summit. Accomplishments recognized, what remains to be done in the area of supportive housing development noted. Is a significant source of data at the state and local levels as discussions regarding the allocation of funding sources are made. The report also summarized and presented each year at the Affordable Housing Conference in a significant time slot, such as lunchtime.</p> |
| <p>6.2.2.1 Complete an assessment of need utilizing data from sources such as:</p> <p> • CoC plans.</p> <p> • Community plans to end homelessness.</p> <p> • Specific MSHDA initiatives.</p> <p> • Demand for MSHDA products to develop supportive housing (e.g. sponsor proposals or applications, 2-1-1 data, housing needs discussed within PCP, HMIS/RIMIS).</p> | | | | |
| <p>6.2.2.2 Reserve amounts and types of financing products for the upcoming year based on the assessment of need and product availability.</p> | | | | |
| <p>6.2.2.3 Allocate financing products to supportive housing projects, utilizing strategies/models that take into consideration the following factors:</p> <p> • Size of the project</p> | | | | |

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| Action | Assignment | Timelines | Completed | Outcomes (Short-, Medium-, and Long Term) |
|---|------------|-----------|-----------|---|
| <ul style="list-style-type: none"> • Experience of the project Sponsor. • Compatibility of funding streams. • Ability to leverage. | | | | |